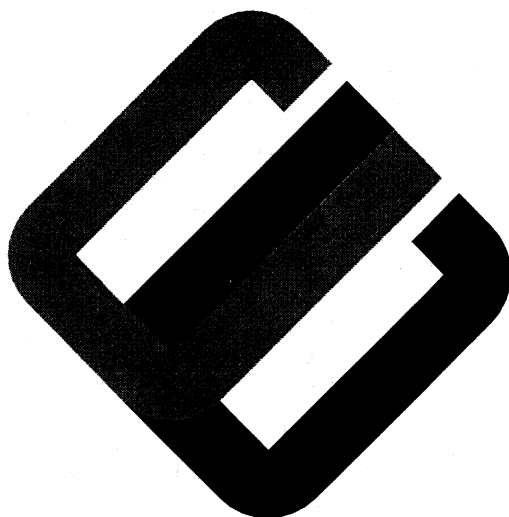


Annual Compliance Report

**The Performance Milestone Plan
Utah Division of Child and Family Services**



THE CHILD WELFARE POLICY & PRACTICE GROUP

A Comprehensive Progress and Performance Report

March 8, 2004

Annual Compliance Report

The Performance Milestone Plan

Utah Division of Child and Family Services

Review Period 2002 - 2003

A Comprehensive Progress and Performance Report

March 8, 2004

Prepared By:

**The Child Welfare Policy and Practice Group
Montgomery, Alabama**

***A Nonprofit Organization Committed to Improving Outcomes
By Improving Practice***

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Executive Summary

Introduction

Achievement of Milestone Tasks

The Division has continued to make gains in achieving tasks defined in the Milestone Plan, completing 93% of the tasks due by September 30, 2003. At this point last year, the Division had completed 87% of the tasks due by the end of the review period.

Case Process Performance

Case process performance was determined by a review of 766 randomly selected cases. A review protocol consisting of 52 case process questions (such as, "Is there a complete current service plan in the file?") is employed to determine if documentation exists to support compliance with each appropriate case process requirement. Performance for 2003 related to case processes is mixed, compared to performance described in last year's report. Of the "Critical" case categories (meaning those activities most related to immediate child safety), that require achievement of a 90% performance level to meet Milestone Plan standards and exit court oversight, the following results were found.

Critical Case Processes – 90% Standard (9 Questions)

Performance	Number of Case Process Questions/Division Aggregate Performance for Each
Meet Standard	1
Proximate (Within 10% of Standard)	2
Out of Range (More than 10% Below Standard)	6

**Meaning that the Division met the 90% standard on one of the nine "Critical" measures.*

Of the "Essential" case categories (meaning those important activities not related to immediate child safety but essential to good practice, such as completing plans on time), that require achievement of an 85% performance level to meet Milestone Plan standards and exit court oversight, the following results were found.

Essential Case Processes – 85% Standard (43 questions)

Performance	Number of Case Process Questions/Division Aggregate Performance for Each
Meet Standard	9
Proximate (Within 10% of Standard)	11
Out of Range (More than 10% Below Standard)	23

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**Meaning that the Division met the 85% standard on nine of the forty-three "Essential" measures.*

Overall performance of the combined "Critical" and "Essential" and categories is as follows.

Combined Critical and Essential Processes

Performance	Number of Case Process Questions/Division Aggregate Performance for Each
Meet Standard	10
Proximate (Within 10% of Standard)	13
Out of Range (More than 10% Below Standard)	29

The Division is still substantially below the level of performance required for exit.

Note: Because the case practice that is measured is almost a year old by the time the sample period is reviewed and the report prepared, the data do not reflect current practice. The case activity measured in the current report, for example, occurred in 2002. It was measured in the period January – May 2003, so current practice is not reflected.

Qualitative Case Reviews

The quality of practice, which is the third major area of performance measurement, is examined by in-depth reviews of a smaller number of cases in each region. The current status (or child and family outcome) of each case is rated and the system's performance on the case is determined through interviews with all professionals involved in the case including attorneys, foster parents, the caseworker, service providers and the child and the family. Child Welfare Group staff, Division staff and Office of Services Review staff conduct the reviews and make a professional appraisal of status and performance using a structured protocol. Child and family status examines and rates the following:

Child and Family Status

- Safety
- Stability
- Appropriateness of Placement
- Progress Toward Permanence
- Physical Well-Being
- Emotional Well-Being
- Learning Progress
- Caregiver Functioning
- Family Resourcefulness
- Satisfaction
- Overall Score

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The following describes regional performance for FY 2002 and FY 2003 (the review year ending in September) regarding overall child and family status.

Region	2002 Child and Family Status	2003 Child and Family Status
Salt Lake Valley	87.5%	88.6%
Eastern	95.8%	95.8%
Northern	95.8%	100 %
Southwest	87.5%	95.8%
Western	100%	91.7%

**Percent of cases reviewed achieving acceptable status*

Generally, status scores are high and exceed the 85% performance standard in all regions. This was also the case in the previous year's review. In terms of individual categories, scores on safety, placement appropriateness, physical well being, caregiver functioning, learning progress and child/family satisfaction were highest. Areas most in need of strengthening are permanence, stability and family resourcefulness. Further discussion about the critical nature of these three categories is included in the body of this report.

System Performance

The system performance assessment addresses the following areas of the Division's functioning.

- Service Team/ Coordination
- Functional Assessment
- Long-Term View
- Child and Family Planning
- Plan Implementation
- Tracking and Adaptation
- Child and Family Participation
- Formal/Informal Supports
- Successful Transitions
- Effective Results
- Caregiver Support
- Overall Score

The following describes regional performance for 2001-2002 and 2002-2003 (the review year ending in September) regarding overall system performance.

Region	2002 System Performance	2003 System Performance
Salt Lake Valley	48.6%	58.6%
Eastern	66.7%	70.8%
Northern	58.3%	58.3 %
Southwest	79.2%	87.5%

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Western	54.2%	70.8%
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**Percent of cases reviewed achieving acceptable system performance*

Overall system performance is trending toward improvement, as every region but one demonstrated overall progress. Additional work remains, however, on improving performance on the core domains of teaming, assessment, long-term-view, planning and tracking and adaptation. These areas must score at the 70% level, even if overall scores are at 85%.

The chart below reflects system performance on core system performance categories of the QCR process.

Regions	Teaming/ Coordination	Assessment	Long- Term View	Planning	Plan Imple- mentation	Tracking/ Adaptation
Salt Lake Valley	54.3%	54.3%	41.4%	60.0%	71.4%	57.1%
Eastern	75.0%	58.3%	50.0%	58.3%	79.2%	83.3%
Northern	41.7%	41.7%	25.0%	45.8%	70.8%	66.6%
Southwest	91.7%	62.5%	54.2%	79.2%	91.7%	95.8%
Western	54.2%	41.7%	50.0%	66.7%	83.3%	62.5%

Observations

There is encouraging progress in the completion of Milestone tasks and in the area of front line practice quality, as measured by the QCR. While outside this review period, QCR results in the first three reviews of the FY 2003 – 2004 review year show continued progress beyond that achieved in FY 2003. Likewise there has been impressive progress in the completion of the key Milestone tasks of training, policy development, flexible fund implementation and information system revision. The Division's implementation of the stipulation reached in the spring of 2003 has permitted the completion of fundamental training, policy and infrastructure supports. These have contributed to the improvements in system practice. It is too soon to tell if these improvements will be reflected statewide, but early signs are encouraging.

The greatest challenge to the Division at this point is improving performance relative to case process requirements, which have shown little improvement. Successfully addressing this problem will require a major organizational commitment in the coming years.

Monitoring Recommendations

One measure of progress is that the type and number of recommendations about delinquent actions have changed considerably. For example, the long-standing concerns about training, policy, and flex funds, for example, are being addressed. Scores on front line practice measures have improved. Recommendations are focused on a smaller number of remaining major issues continuing to need attention and problem solving.

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1. Provide guidance to the regions on strengthening the quality of assessment and long-term view. Caseworkers and supervisors have communicated, in focus groups, their opinion that case-by-case supervisory modeling and mentoring are the best approach to improving practice in these areas. It is not apparent that there is a strategy for utilizing supervisors in this role related to these areas. It is likely that some supervisors themselves have not mastered these areas sufficiently, limiting their ability to coach staff. The Division, with input from the field, should develop a plan and tools for use by supervisors in strengthening these areas of practice.
2. Create a process for the observation and reporting of the quality of child and family team meetings to be used in further practice development. Attention should be given to the extent of family preparation for first meetings, family participation, participation and use of informal supports, participation of key partners, such as teachers and the facilitation process itself. State specialists, trainers and clinical consultants would be useful evaluators in this regard.
3. Complete and deliver the mentoring curriculum and provide a more formal structure for the consistent implementation of the mentoring process.
4. Develop and implement a plan for improvement of performance on case process requirements. The foundation of the plan should be based on a thorough understanding of why performance is lagging. Part of the examination should focus on the attention given the process by administrators and managers at the regional level.
5. Strengthen efforts to make the QA process meaningful. Obviously, the Eastern region needs to create a viable QA committee. Consider use of QA committee members to conduct or shadow ongoing local QCR reviews (outside of the annually monitoring review) as a practice improvement mechanism.

**Annual Compliance Report
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Prepared by:
The Child Welfare Policy and Practice Group
Montgomery, Alabama
March 8, 2004

I. Introduction and Background

On September 17, 1998, Judge Tena Campbell, United States District Court for the District of Utah, Central Division, ordered that the Utah Child and Family Services Division, with the assistance of The Child Welfare Group, prepare a comprehensive plan for the implementation of the David C. Settlement Agreement. That plan was published on May 1, 1999 and titled The Performance Milestone Plan.

Judge Campbell's order also directed The Child Welfare Group to serve as court monitor and to provide continuous monitoring of the Division's compliance with the provisions of The Milestone Plan. In monitoring, the court order requires that The Child Welfare Group file a public report with the court at least once per year, "detailing the progress made by DCFS in implementing the comprehensive plan." The following report is The Child Welfare Group's comprehensive report to the court about the Division's performance for the period 2002 - 2003.

II. Monitoring Criteria and Performance Standards

Monitoring of the Division's compliance with The Milestone Plan addresses four different areas of performance; the timeliness and completion of tasks and activities identified in the Plan; the Division's performance relative to case processes identified in the Plan; the Division's performance relative to case practice measures as examined by qualitative case reviews; and the Division's performance as reflected in outcome indicator trends identified in the Plan.

Evaluation of Compliance - Exit Processes

To make the decision that the Division has achieved performance sufficient to merit a recommendation of exit from court supervision, The Child Welfare Group as monitor will examine the following:

1. If appropriate Plan milestones have been achieved and the necessary infrastructure and self-correcting processes are in place;

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2. If outcome indicator trends are consistent with indicators of appropriate practice; and
3. If performance on case process measures and qualitative measures are at levels meeting Plan standards for exit.
4. Then The Child Welfare Group will notify the court that DCFS has achieved compliance with the Plan.

III. Compliance With Milestone Plan Action Steps

The Plan consists of numerous commitments to system improvement. These commitments are in the form of specific action steps, strategies and interventions intended to address barriers to satisfactory performance in protecting children from abuse and neglect, providing children with permanent homes and improving child-well being. Through on-site observation, interviews with key personnel, review of pertinent documents and assessment of the Division's progress in completing action steps and meeting projected time frames for their completion, The Child Welfare Group reviewed the Division's performance in this area. A table, outlining the Division's progress in accomplishing specified tasks, follows.

Milestone 1: Practice Model Development, Training and Implementation						
Milestone Plan		DCFS Revised		DCFS Status		
Action	Date Due	Product	Due Date	Date	Status	Comments/Recommendations
Host national meeting on comprehensive family assessment	5/20/1999	Meeting		5/1/1999	Completed	
Select direct-practice and family assessment curricula	5/28/1999	New training curricula		6/1/1999	Complete	
Complete Practice Model development	6/30/1999	Practice Model	11/30/1999	11/30/1999	Completed	
Issue RFP for training consultants		Request for Proposal		7/31/1999	Completed	

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Develop and approve performance plan for mentors	6/30/1999	Performance Plan for mentors	6/30/1999	Completed
Begin pilot testing Practice Model	6/30/1999	Curricula	6/30/2001	Completed
Complete foster parent perception survey	7/31/1999	Survey	7/31/1999	Completed
Complete curriculum for Practice Model training	8/1/1999	Curricula	6/30/2001	Completed
Pilot test curriculum with front-line staff	8/31/1999	Refined curricula	6/30/2001	Completed
Pilot test training with DCFS administration	9/30/1999	Trained Administrative Team	6/30/2001	Completed
Provide regions with readiness assessments	9/30/1999	Assessment	6/30/2001	Completed
Finish pilot testing Practice model with supervisors	9/30/1999	Curricula	6/30/2001	Completed
Provide results of survey of stakeholder perception	9/30/1999	Report	12/1/1999	Completed
Provide results on foster parent perception survey	10/1/1999	Report	11/30/1999	Completed
Finish pilot testing Practice Model with administration	10/31/1999	Curricula	6/30/2001	Completed

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Complete training of Practice Model with supervisors	11/24/1999	Trained Supervisors	6/30/2001	Not Completed	In process. The training plan developed by DCFS reflects the potential for substantial progress in this area
Regions submit regional plans for monthly learning groups (for practice development)	1/1/2000	Plans	7/31/2000	Completed	
Begin training DCFS direct and non-direct staff on Practice Model	1/2/2000	Trained DCFS staff	4/30/2000	Completed	
Develop/Implement mentor training curriculum	1/2/2000	Mentor training curriculum	5/31/2000	Not completed	No curriculum provided
Begin training foster parents on Practice Model	1/2/2000	Trained Foster Parents	4/30/2000	Complete	Training has begun, but all foster parents have not been trained
Report readiness to DCFS Director	1/2/2000	Report of readiness	1/2/00	Completed	
Charter Practice and Training committee	1/31/2000	Committee	1/18/2000	Completed	
Complete policy rewrites to fit Practice Model	2/1/2000	New Policy	6/30/2001	Completed	DCFS did a superior job in rewriting this policy
Begin training for mentoring	2/15/2000	Mentor training	1/30/01	Completed	Training began at Annual Conference in 2000 and performance plans have been distributed. Structured, curriculum based training for all mentors still pending

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Begin "just in time" website development	7/31/2000	Training website	Completed	
Provide results of survey of stakeholder perception	9/30/2000	Report	Completed	
Complete all initial Practice Model training	11/19/2000	Trained staff	Not completed	In process. Significant progress is now underway.
Establish regional training and support groups	12/31/2000	Regional committees	Completed	
Conduct survey of staff perception	1/1/2001	Survey	Completed	
Report results of staff perception survey to CWLOC	3/31/2001	Report	Completed	
Conduct survey of staff perception	9/1/2001	Survey	Completed	
Conduct survey of stakeholder perception	9/30/2001	Survey	Completed	
Report results of staff perception survey to CWLOC	11/30/2001	Report	Completed	
Report results of stakeholder perception survey	11/30/2001	Follow-up report	Completed	

Milestone 2: System Investment						
		DCFS Revised		DCFS Status		
Action	Date Due	Product	Due Date	Date	Status	Comments/Recommendations
Begin turnover rate survey	5/1/1999	Survey		4/1/1999	Completed	

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Submit annual building block proposals	6/15/1999	Building block proposals	9/7/1999	Completed	
Increase foster care reimbursement rates	7/1/1999	New foster parent payment rate	5/10/1999	Completed	
Reallocate DCFS budget	7/1/1999	New regional and state budgets		Not Completed	Regional allocations made. Equity distribution deferred. Division would like to eliminate provision as no longer relevant
Have online list of children awaiting adoption	7/1/1999	Web page on internet	10/1/1999	11/30/1999	Completed
Implement HB93 on mentoring	7/1/1999	Plan to implement provisions	9/30/1999	9/30/1999	Completed Developmental work needed on training
Release SAFE 2.2	7/31/1999	SAFE on-line	9/30/1999	10/18/1999	Completed
Report to CWLOC on fiscal maintenance of effort	7/31/1999	Documentation of budget	7/31/1999	Completed	
Complete turnover rate study	8/31/1999	Report	3/1/2000	3/1/2000	Completed
Hold foster family recognition day	9/30/1999	Banquet	9/30/1999	Completed	
Expand service contracts for post-adoption support services (Title IVB-part 2 funds)	10/1/1999	Contracts		Complete	Plan describes an expansion of contracts. Documentation describes an expansion of resources through Title XIX and a new contract with an individual to conduct a needs assessment, report on gaps and make recommendations. There has been an expansion of resources, which merits a finding of completion
Finish salary survey	10/1/1999	Report on survey findings	11/24/1999	Completed	

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Report on design of mentor approach and implementation	10/31/1999	Report on HB93 implementation	11/15/1999	Complete	Report provided
Release SAFE 2.3	10/31/1999	SAFE on-line	6/30/2000	11/01/00	Complete
Design retention strategy	11/30/1999	Retention Plan	8/31/2000	Completed	Brief regional plans completed, increased salaries for CPS staff and MSW's.
Implement retention strategy	12/31/1999	Increased staff retention	8/31/2000	Completed	
Begin staff turnover survey	5/1/2000	Survey	5/1/2000	Completed	
Change SAFE to operations and maintenance mode	6/30/2000	SAFE in new mode	10/01/00	Completed	
Reallocate DCFS budget	7/1/2000	New budget		Not completed	Allocation made but equity distribution deferred
Report to CWLOC on fiscal maintenance of effort	7/31/2000	Documentation of budget		Completed	
Provide results of staff turnover	9/1/2000	Report		Completed	
Reallocate DCFS budget	7/1/2001	New budget		Not completed	DCFS has used alternative mechanisms to allocate funding, having found the Plan's requirement unfeasible. Technically, however, the alternative mechanism is different that the Plan's requirements.
Report to CWLOC on fiscal maintenance of effort	7/31/2001	Documentation of budget	6/22/01	Complete	

Milestone Plan Management Structures

DCFS Report, DCFS Staff

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Action	Date Due	Product	Due Date	Date	Status	Comments/Recommendations
Accept milestone as complete	6/1/99	Various documents		6/10/1999	Completion accepted	

Milestone 4: Priority Focus Areas

Milestone Plan		DCFS Revised		DCFS Status		Comments/ Recommendations
Action	Date Due	Product	Due Date	Date	Status	
Rewrite of out-of-home visit policy	4/30/1999	Policy		4/25/1999	Completed	
Establish a "kin locator" procedure	6/1/1999	New procedure	8/1/1999	9/30/1999	Completed	
Distribute flex fund procedure to staff	6/15/1999	Procedure for accessing state funds	6/30/2000		Completed	
Issue report on progress made on six focus areas	6/30/1999	Report		7/12/1999	Completed	
Collaborate with Office of Licensing on placement	7/1/1999	Procedure for expediting child placement			Completed	
Allocate \$300,000 for new fund	7/1/1999	New budget allocation and training			Completed	
Complete study of proximity issues, develop plan	7/31/1999	Regional proximity plans		9/30/1999	Completed	
Write plan to monitor caseworker activity in terms of CPS items	8/31/1999	Plan		9/30/1999	Completed	

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Health Care Barriers Report	before 8/31/1999	Report	9/30/2000	Completed	Numerous barriers addressed, strategies are not detailed (i.e., "work with Medicaid, decrease caseloads, expand resources")
Meet with monitor to discuss health issues	8/31/1999	Strategy to deal with health barriers	8/26/1999	Completed	One meeting occurred
SAFE Release to review health histories	7/31/1999		10/1/99	Completed	
Incorporate procedures and orient caseworkers	8/31/1999	New policy on-line	8/31/1999	Completed	
Issue report on progress made on focus areas	9/30/1999	Report	9/30/1999	Completed	
Train field staff to use wrap around services	9/30/1999	Training plan and written procedure	9/27/1999	Not completed	Workshops at conferences provided and some exposure through Frontier MH grant. There is not sufficient training yet to equip staff to produce and implement wraparound plans. Completion flex fund training at the worker level would provide full compliance.
Ensure that one contract is in place for payment of flex funds	10/1/1999	New contract		Not Completed	DCFS considering other methods, as the approach in the Plan is not considered legal under Utah statute by DCFS.
Develop service code of medically fragile	10/1/1999	Plan to address coding of MFC and service needs	11/10/1999	Completed	
Meet with Office of Licensing	10/31/1999	Develop licensing plan to reduce barriers	11/1/1999	Completed	

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Locate legislative sponsor for licensing legislation	10/31/1999	New legislation on licensing	10/21/1999	Completed
Draft legislation on licensing and write kinship placement approval process	10/31/1999	Proposed legislation	10/21/1999	Completed
Issue report on progress made on priority focus areas	12/30/99	Report	1/1/2000	Completed
Subsequent quarterly progress reports	6/30/2000	Quarterly status reports		Completed
	9/30/2000			Completed
	12/31/2000			Completed
	3/31/2001			Completed
	6/30/2001			Completed
	9/30/2001			Completed
	12/31/2001			Completed
Develop phase two proximity plan	7/1/2001	Regional proximity plans		Completed

Milestone 5: Accountability Structures

Milestone Plan		DCFS Revised	DCFS Status		
Action	Date Due	Product	Due Date	Date	Status
Fill constituent services position	4/30/1999	Letter of acceptance by new person		4/25/1999	Completed
Develop process for compiling information	6/30/1999	Reports on information disseminated from groups	9/1/1999	9/1/1999	Completed
Accept milestone as achieved	10/1/1999	Report		12/16/1999	Accepted/Completed

Milestone 6: Trend Data Analysis

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Milestone Plan		DCFS Revised		DCFS Status		
Action	Date Due	Product	Due Date	Date	Status	Comments/Recommendations
Select analyst of national data	2/28/1999	Reports on national trends		5/18/1999	Completed	
Charter state specialist team	4/30/1999	Reports on system improvement		4/26/1999	Completed	
Begin to develop strategies for improvement	4/30/1999	Reports on system improvement strategies		5/12/1999	Completed	
Charter trend analysis (*front-line) committee	5/31/1999	Reports on system improvements through trend data		5/28/1999	Completed	
Develop and implement additional plans	6/30/1999	Reports on plans implemented	10/31/1999	10/31/1999	Completed	
Develop system for improvement areas	6/30/1999	Plans for targeting system improvements	12/31/1999	1/31/2000	Completed	
Implement first set of plans to bring trend indicators within acceptable range	7/31/1999	Report on plan implementation			Completed	
Report on national trend data	7/31/1999	Reports on national trend data		8/10/1999	Completed	

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Obtain feedback from Regional Directors	11/30/1999	Feedback on outcomes report improvement	11/30/1999	Completed	
Report on national trend data	12/31/1999	Reports on national trend data	1/14/2000	1/14/2000	Completed
Check quality of data in SAFE	12/31/1999	Reports on data quality	2/1/2000	Completed	Continuous process
Submit subsequent quarterly status report on implementation of plans	6/30/2000	Quarterly status reports		Completed	
	9/30/2000			Completed	
	12/31/2000			Completed	
	3/31/2001			Completed	
	6/30/2001			Completed	
	9/30/2001			Completed	
	12/31/2001			Completed	

Milestone 7: Case Process Review

DCFS Revised Status						
Action	Date Due	Product	Due Date	Date	Status	Comments/Recommendations
Begin case reader project	6/30/1999	Develop regional capacity to use	8/31/1999	8/31/1999	Completed	
Complete service plan study	6/30/1999	Report on service plans	1/30/1999	12/1/1999	Completed	

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Finalize case process review plan	8/31/1999	Case process questions	8/31/1999	Completed	
Outline risk assessment study	9/30/1999	Proposal for study	9/30/1999	Completed	
Finalize case reader guidelines	9/30/1999	Case reader guidelines	11/1/1999 10/28/1999	Completed	
Prioritize studies for following year	12/31/1999	Prioritized list of studies	1/13/2000	Completed	
Begin case review process	12/31/1999	Coded case review sheets	1/13/2000	Completed	
Hire and train case readers	12/31/1999	Documented inter-rater reliability	1/13/2000	Completed	
Finish two studies	12/31/2000	Reports on studies		Completed	
Finish two studies	12/31/2001	Reports on studies		Completed	
Conduct two studies annually	Ongoing	Reports on Studies		Completed	Three studies completed for FY 2003, Notice of Agency Action, Assignment of Permanency Goals, Conducting BCI background investigations

Milestone 8: Qualitative Case Record Review						
Action	Date Due	Product	DCFS Revised Due Date	DCFS Status Date	Status	Comments/Recommendations
Provide final comments on protocol	5/31/1999	Finalized qualitative review protocol		6/2/1999	Completed	
Pilot test qualitative protocol	5/31/1999	Finalized qualitative review protocol		6/2/1999	Completed	
Finalize working arrangement	9/30/1999	Work protocol specifying arrangement		9/30/1999	Completed	
Begin training of case readers	9/30/1999	none		9/30/1999	Completed	

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Make qualitative baseline information available	9/30/1999	Report to be issued with qualitative	9/30/1999	Completed
Begin qualitative case review process	10/31/1999	Report on qualitative review final	10/26/1999	Completed

Milestone 9: Quality Improvement Committees

Action	Date Due	Product	DCFS Revised Due Date	DCFS Status Date	Status	Comments/Recommendations
Form State QI Committee	5/31/1999	Quarterly reports on issues disc		7/31/1999	Completed	
Form Regional QI Committees	6/15/1999	Quarterly reports on issues disc		7/31/1999	Not Completed	No longer in compliance, as Eastern region no longer has a QA committee. The State QA committee has been merged with the State committee developed for guidance on the CFSR
Begin training of QI Committees	7/31/1999	Training format detailing QI process		7/31/1999	Completed	
Develop regional performance plans	10/1/99	Performance plans		10/31/1999	Completed	

Analysis

Of the 113 milestone tasks that were to have been completed through September 2003, 93 percent have been completed. Eighty-six percent of tasks had been completed in the prior review year. The modest change, however, requires additional explanation. As mentioned in the Executive Summary, the stipulation between the parties in 2003 has been producing significant developmental work by the Department on important areas of previous non-compliance. The practice model policies have been completed and issued, eight additional trainers were added, permitting increasingly rapid progress in the completion of all practice model training, flex fund policy has been completed, flex fund training has begun and over forty staff vacancies have been filled. These changes did not produce compliance by September 30, but impressive progress is occurring in each of these areas.

In terms of Milestone achievement, the most important areas where additional work is still needed are full implementation of the mentoring implementation and the operation of a vigorous and effective QA Committee in all regions statewide. A number of more minor Milestone tasks not yet complete, such as the regional budgeting reallocation, for example, are the subject of negotiation between the parties regarding their elimination or revision.

IV. Case Process Reviews

The Milestone Plan identifies approximately fifty case processes that are to be performed routinely in relevant case practice situations. Case process measures are a reflection of Division policy related to “best practice” in individual cases. For example, one case process measure asks whether child victims of abuse or neglect are interviewed out of the presence of the alleged perpetrator, which is a policy requirement. The source of documentation of case performance is the case record. The review of a sample of case records reveals the level of Division performance on these case processes statewide.

The frequency and timeliness of the performance of these processes was monitored jointly by staff and consultants of The Child Welfare Group and staff of the Office of Services Review. A total of 766 cases were reviewed. Foster care cases were reviewed for the period July 1 – December 31, 2002 and home-based and CPS cases were reviewed for the period September 1 – November 30, 2002.

For purposes of exit from monitoring and court supervision, in 1998 the Division and The Child Welfare Group have agreed to the following performance goals (later approved by the court):

- A. “critical” case processes--90 percent performance; and
- B. “essential” case processes--85 percent performance.

Analysis of Case Process Performance

Over all, there were 55 case process review questions. Only 52 of the questions are included in the analysis, since three of the questions were asked to determine whether or not a qualifying event or fact existed in the case (for example, “Is the child school aged?”). Although all of the 52 questions about case processes are important, two different standards were established in the Milestone Plan to distinguish “critical” case processes and “essential” case processes. Different performance standards were established for “critical” and “essential” case processes, with a 90 percent performance standard for critical case processes and an 85 percent performance standard for essential case processes. While it is a desirable goal to achieve 100 percent performance, the 100 percent standard does not represent a practical goal for three reasons:

- No service system (e.g.: health care, justice, or fire prevention) is capable of perfect performance.
- Performance improvement is incremental, with some processes being more critical than others to the achievement of ultimate goals such as child safety, permanence, well-being, and family stability.
- Performance standards in child welfare are evolving, with few nationally accepted standards in place.

Note: It is also important to note that the case practice reflected in these scores is now somewhat dated, since these reviews can only be conducted retrospectively. The most recent case activities (listed as 2003) that are the subject of this section of the report occurred in the year 2002. The data they are compared with for the period 2002 reflects case actions that occurred in 2001.

The following data from case record process reviews reflect the Division's recent performance against standards expressed in the Milestone Plan, contrasted with the performance for the previous year.

Comparative Results

Type & Tool #	Question	2002	2003	GOAL	Status
CPS.A1	Did the investigating worker see the child within the priority time frame?	75%	69%	90%	Down
CPS.A2	If the child remained at home, did the worker initiate available services within 30 days of the referral?	86%	80%	90%	Down
CPS.A3	Was the investigation completed within 30 days of CPS receiving the report from intake or within the extension time frame granted if the Regional Director granted an extension?	79%	69%	90%	Down
CPS.B1	Did the worker conduct the interview with the child outside the presence of the alleged perpetrator?	93%	93%	90%	Pass
CPS.B2	Did the worker interview the child's natural parent(s) or other guardian when their whereabouts were known?	69%	57%	90%	Down
CPS.B3	Did the worker interview third parties who have had direct contact with the child, where possible and appropriate?	71%	76%	90%	Up
CPS.B4	Did the CPS worker make an unscheduled home visit?	72%	71%	90%	Down
CPS.C1	If this is a Priority I case involving severe maltreatment, severe physical injury, or recent sexual abuse causing trauma to the child, was a medical examination of the child obtained no later than 24 hours after the report was received?	80%	89%	90%	Up
CPS.C2	If this case involves an allegation of medical neglect, did the worker obtain an assessment from a health care provider within 30 days of the referral?	88%	73%	90%	Down
CPS.D1	Were the case findings of the report based on facts obtained during the investigation?	90%	91%	85%	Pass
CPS.E1	Was the child placed in a shelter placement?	29%	26%		Not a process Measure

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CPS.E2	Did the worker visit the child in shelter care within 48 hours of removal to determine the child's adjustment to the placement and need for services	49%	53%	85% Up
CPS.E3	After the first 48 hours, did the worker visit the child in shelter care at least weekly, until CPS case closure, to determine the child's adjustment to the placement and need for services?	26%	40%	85% Up
CPS.E4	Within 24 hours of the child's placement in shelter care, did the worker make reasonable efforts to gather information essential to the child's safety and well-being?	54%	65%	85% Up
CPS.E5	During the CPS investigation, were reasonable efforts made to locate possible kinship placements?	90%	85%	85% Pass
Unable.1	Did the worker visit the home at times other than normal working hours?	33%	12%	85% Down
Unable.2	If any child in the family was school age, did the worker check with local schools or the local school district?	83%	81%	85% Down
Unable.3	Did the worker check with law enforcement agencies?	65%	80%	85% Up
Unable.4	Did the worker check public assistance records for information regarding the family?	70%	72%	85% Up
Unable.5	Did the worker check with the referent for new information regarding the family?	66%	60%	85% Down
Unaccepted.1	Was the nature of the referral documented?	99%	99%	85% Pass
Unaccepted.2	Did the intake worker staff the referral with the supervisor or other intake/CPS worker to determine non-acceptance of the report?	100%	100%	85% Pass
Unaccepted.3	Does the documentation adequately support the decision not to accept the referral?	90%	89%	85% Pass
HB.1	Is there a current case plan in the file?	44%	36%	85% Down
HB.2	Was an initial Child and Family plan completed for the family within 30 days of CPS closure or from the date services were ordered by the court?	28%	26%	85% Down
HB.3	Were all of the services identified on the Risk Assessment or referral form addressed in the initial service plan?	37%	37%	85% Same

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HB.4	Were the following team members involved in the development of the current Child and Family plan?			
	the natural parent(s)/guardian	40%	47%	85% Up
	the stepparent (if appropriate)	24%	36%	85% Up
	the target child(ren) (age 5 and older)	26%	26%	85% Same
	other professionals (if appropriate)	33%	36%	85% Up
HB.5	Did the worker identify the family's strengths in the case planning process/development of the Child and Family plan?	77%	77%	85% Same
HB.6	Did the worker initiate services for the family/child as identified in the Child and Family plan?	66%	75%	85% Up
HB.7	Did the worker make at least one home visit each month of this review period?			
	Month one	83%	78%	85% Down
	Month two	79%	80%	85% Up
	Month three	84%	75%	85% Down
HB.8	Were collateral contacts made each month of this review period to monitor the child's and family's progress?			
	Month one	76%	73%	85% Down
	Month two	76%	73%	85% Down
	Month three	71%	71%	85% Same
FC.IA1	Did the child experience an initial placement or placement change during this review period?	38%	32%	Not a process measure
FC.IA2	Prior to the original dispositional hearing, were reasonable efforts made to locate kinship placements?	81%	85%	85% Pass
FC.IA3	Were the child's special needs or circumstances taken into consideration in the placement decision?	89%	91%	85% Pass
FC.IA4	Was proximity to the child's home/parents taken into consideration in the placement decision?	94%	89%	85% Pass
FC.IA5	Before the new placement was made, was basic available information essential to the child's safety and welfare and the safety and welfare of other children in the home given to the out-of-home care provider?	39%	46%	85% Up
FC.IB1	Did the worker interview the out-of-home care provider at least once during each month of this review period?			
	Month one	89%	91%	85% Pass
	Month two	86%	94%	85% Pass
	Month three	89%	91%	85% Pass

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Month four	85%	92%	85% Pass
Month five	89%	84%	85% Down
Month six	88%	86%	85% Pass

FC.IB2 Did the worker visit the child in his/her out-of-home placement at least once during each month of this review period?

Month one	87%	87%	85% Pass
Month two	85%	87%	85% Pass
Month three	80%	89%	85% Pass
Month four	80%	84%	85% Up
Month five	87%	79%	85% Down
Month six	75%	80%	85% Up

FC.IB3 Did the worker visit the child at least twice during each month of this review period?

Month one #1	92%	93%	85% Pass
Month one #2	72%	54%	85% Down
Month two #1	90%	95%	85% Pass
Month two #2	71%	64%	85% Down
Month three #1	92%	93%	85% Pass
Month three #2	56%	60%	85% Up
Month four #1	91%	87%	85% Pass
Month four #2	64%	53%	85% Down
Month five #1	92%	87%	85% Pass
Month five #2	66%	52%	85% Down
Month six #1	88%	89%	85% Pass
Month six #2	55%	55%	85% Same

FC.IB4 Did the caseworker meet privately with the child outside the presence of the out-of-home care provider at least once each month of this review period?

Month one	85%	80%	85% Down
Month two	83%	85%	85% Pass
Month three	83%	83%	85% Same
Month four	84%	75%	85% Down
Month five	85%	78%	85% Down
Month six	81%	81%	85% Same

FC.II1 Was an initial or annual comprehensive health assessment conducted on time? 81% 81% 85% Same

FC.II2 If a need for further evaluation or treatment was indicated in the initial or annual health assessment was that evaluation or treatment initiated within 30 days of the screening or as recommended by the medical personnel? 53% 53% 85% Same

FC.II3 Was an initial or annual mental health assessment conducted on time? 63% 63% 85% Same

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FC.II4	If a need for mental health services was indicated in the most current initial or annual mental health assessment were those services initiated within 30 days of the assessment or as recommended by the evaluator?	64%	69%	85% Up	
FC.II5	Was an initial or annual dental assessment conducted on time?	66%	75%	85% Up	
FC.II6	If need for further dental care treatment was indicated in the initial or annual dental exam was that treatment initiated within 30 days of the screening or as recommended by the dental personnel?	63%	75%	85% Up	
FC.III1	Is the child school aged?	72%	78%		Not a process measure
FC.III2	If the child needed special education services, did the caseworker make reasonable efforts to ensure that the child received necessary services?	62%	74%	85% UP	
FC.IVA1	Is there a complete current service plan in the file?	39%	43%	85% Up	
FC.IVA2	If the service plan which was current during the review period was the child's initial service plan, was it completed within 45 days of removal or placement in DCFS custody whichever occurs first?	34%	42%	85% Up	
FC.IVA3	Were the following individuals involved in creating the current Child and Family Plan?				
	the guardian ad litem?	40%	45%	85% Up	
	the natural parent(s)/guardian?	62%	63%	85% Up	
	the stepparent (if appropriate)	44%	46%	85% Up	
	the foster parent(s)/out-of-home care provider(s)?	45%	47%	85% Up	
	a mental health representative?	45%	43%	85% Down	
	an education representative?	16%	11%	85% Down	
	a law enforcement (probation) representative?	7%	0%	85% Down	
	the child? (age 5 and older)	54%	57%	85% Up	
FC.IVA4	Did the worker identify the family's strengths in the case planning process/development of the Child and Family plan?	70%	78%	85% Up	
FC.IVA5	Did the worker initiate services for the family/child as identified in the Child and Family plans that are current during the review period?	64%	53%	85% Down	

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FC.IVA6	Was the child provided weekly visitation with the parent(s)?	68%	58%	85% Down
FC.IVA7	Was the child provided visitation with his/her sibling(s) at least twice per month?	51%	45%	85% Down

Overall Results for the Case Process Review:

Of the 52 case process review questions, 9 were deemed “critical” and have a 90 percent performance standard, and 43 were deemed “essential” with an 85 percent performance standard. To provide greater detail in the analysis, results are divided into three categories:

- Results which meet or exceed the applicable standard – listed as “meet”
- Results which do not meet the applicable standard, but which are within ten percent of the standard – listed as “proximate”
- Results which do not meet the applicable standard, and which are at least ten percent below the standard – listed as “out of range”

Overall Results:

- 9 questions deemed “critical” – 90 percent performance standard:
 - 1 meet
 - 2 proximate
 - 6 out of range
- 43 questions deemed “essential” – 85 percent performance standard:
 - 9 meet
 - 11 proximate
 - 23 out of range
- 52 questions in all:
 - 10 meet
 - 13 proximate
 - 29 out of range
- **19 percent meet the required performance standards** (25 percent proximate, 56 percent out of range)

Results for the Child Protection Service (CPS) Questions:

There were 14 questions related to CPS case processes:

- 9 questions deemed “critical” – 90 percent performance standard:
 - 1 meet
 - 2 proximate

6 out of range

- 5 questions deemed “essential” – 85 percent performance standard:
 - 2 meet
 - 0 proximate
 - 3 out of range
- 14 CPS questions overall:
 - 3 meet
 - 2 proximate
 - 9 out of range
- **21 percent meet performance standards** (14 percent proximate, 64 percent out of range) [Total percentages sum to 99% percent due to rounding to whole percents.]

Results for the Unable to Locate Questions (CPS Related Questions):

There were 5 questions related to case processes required when the Division was unable to locate a child after an abuse or neglect allegation:

- 5 questions deemed “essential” – 85 percent performance standard:
 - 0 meet
 - 2 proximate
 - 3 out of range
- **0 percent meet performance standards** (40 percent proximate, 60 percent out of range)

Results for the Unaccepted Intake Questions (CPS Related Questions):

There were 3 questions related to cases where the Division declined to investigate an allegation of abuse or neglect because of statutory, policy or practical reasons:

- 3 question deemed “essential” – 85 percent performance standard:
 - 3 meet
 - 0 proximate
 - 0 out of range
- 3 unaccepted intake questions overall:
 - 3 meet
 - 0 proximate
 - 0 out of range
- **100 percent meet performance standards**

Results for the Home-Based Questions:

There were 8 questions related to case processes for children and families receiving home-based family preservation services:

- 8 questions deemed “essential” – 85 percent performance standard:
 - 0 meet
 - 3 proximate
 - 5 out of range
- **0 percent meet performance standards** (0 percent meet, 38 percent proximate, 62 percent out of range)

Results for the Foster Care Questions:

There were 22 questions related to case processes for children and families receiving foster care services:

- 22 questions deemed “essential” – 85 percent performance standard:
 - 4 meet
 - 6 proximate
 - 12 out of range
- 22 foster care questions overall:
 - 4 meet
 - 6 proximate
 - 12 out of range
- **18 percent meet performance standards** (27 percent proximate, 55 percent out of range)

Analysis of Numerical Results

The results of the 2000 case process review established a substantive baseline for agency performance as the Division makes progress toward achieving the goals established in the Milestone Plan. The goals established are high and represent commitment to an ambitious standard of performance in providing services to abused and neglected children and their families. Clearly, there is substantial room for improvement in many of the case processes reviewed.

In developing the Milestones Plan, the previous case process review approach was substantially revised and simplified, reducing the number of actions monitored from 180 to a significantly smaller amount. Subsequently, through discussions between DCFS and The Child Welfare Group, the number of actions monitored in 2002 was reduced even further by combining overlapping performance standards. Now there are only 52 performance standards for case processes. Priority was given to those areas most critical to child safety, permanence and well-being. The reduction was intended to encourage a sharper focus in training and supervision on

steps (processes) that may be expected to have the greatest positive impact on essential aspects of child welfare.

Results for 2003

Case process review results for 2003 continue to be sobering in a number of regards. While the results are mixed, with some specific areas of improvement, the overall results have not recovered from the decline observed in 2001 from the already modest 2000 baseline results.

There may be a number of factors contributing to the continued mixed and disappointing results. The years 2001, 2002 and 2003 have been years with numerous challenges and transitions for DCFS. The Division continued to experience significant budget pressures that may have affected performance and progress. Increasing caseloads, increased staff turnover and reduced resources may have taken a toll on performance. Although some relief in these areas was negotiated in 2003, it is unlikely that the added resources would be visible in these results since the sample for this review was selected prior to the negotiated relief. Another factor may relate to training and leading workers in the implementation of the new practice model. Full implementation of training required by the Milestone Plan was not implemented (nor the associated coaching and mentoring) prior to the sample selection for the current review.

It is important to recognize that the review period represents practice that was occurring a year ago. The review "looks back" at prior practice, so the data for the case reviews are not likely to be a perfect reflection of current performance.

Whatever factors may have affected the 2003 results, it is clear that the overall results represent continued difficulty in making significant and sustained progress in the Case Process Review. Examining the data from the table of comparative results indicates a number of mixed features.

- The overall percentage of performance standards met has not improved nor recovered from the decline between the baseline year and 2001, and remains "stuck" at 17-19 percent. The overall percentage of performance standards in the proximate range did improve slightly from 21 percent in 2002 to 25 percent in 2003.
- The number of performance standards showing improved performance was only slightly higher than the number of performance standards showing reduced performance (29 improved, 24 reduced; not counting those standards which had unchanged scores). There is some apparent rebound from the case process performance declines from 2000 to 2001, but not to the point of meeting the applicable standards.

While the overall case process review results continue to be disturbing, there are some bright spots among the results. Some are some continued strengths from past reviews. For example, the results for Unaccepted Intakes remained strong. Decisions about which CPS referrals are accepted and which are declined were a facet of the Utah child welfare system that received a great deal of criticism in the past. Making sound decisions about which allegations to investigate or not is fundamental. Some encouraging developments involved progress in 2003. For example, standards addressing workers following policy with regard to visiting children in out-of-home placements showed continued improvement. There was also modest improvement in

advocacy for special education services when such services were indicated. Although the percentages remain low, there is also evidence of continued evidence in sharing vital information with substitute caregivers, both during CPS investigations and when children are in foster care.

More Specific Points of Analysis

In addition to observations about the overall numerical results of the case process review, there are a number of interesting points which require a closer look at the component sections of the review and at the individual questions within the component sections. It may be helpful to present examples of these points grouped under the individual components sections.

Child Protective Service:

An examination of the scores for the fourteen CPS questions indicates little change from the 2002 scores. Three of the CPS questions met the applicable standard and of the remaining eleven, five scores improved while six declined. Some of the scores that declined measured important actions such as the investigating workers seeing the child within the priority timeframes. Unfortunately, nine of the CPS scores remain out of range of the established standards included some important actions to insure the well-being of children once they are removed from their homes such as regular visits to children who remain in shelter care for extended periods. For example, less than half of the children received weekly visits to determine their adjustment and need for services.

○ Examples of relative strengths in the CPS case process review:

- Workers conducted interviews with the child outside the presence of the alleged perpetrator (met criterion: score of 93 percent).
- The decision to find the report to be supported or unsupported was based on facts available at the time the report was made (met criterion: score of 91 percent).
- During the CPS investigation reasonable efforts were made to locate possible kinship placements (met criterion: score of 85 percent).

○ Examples of practice improvement opportunities in the CPS case process review:

- Workers are expected to interview both of the child's natural parents or the child's other guardian when their whereabouts were known, but in only 57 percent of the cases were both parents interviewed – a decline from the prior year.
- Workers visited children in shelter care within 48 hours of the placement to determine the child's adjustment to the placement and need for services in only 53 percent of the cases reviewed.

Unable to Locate:

This entire component section of the case process review was relatively strong in 2000, but showed significant weakening in 2001 and remains a concern in 2003. For example, the percentage of workers making visits outside normal working hours in order to locate children

who were the subjects of abuse or neglect reports fell from 81 percent in 2000 to 38 percent in 2001 and to 12 percent in 2003. In 2000, two of the scores met the performance criteria and one was in the proximate range. This year, none of the scores meets the performance criteria and only two scores are in the proximate range.

Unaccepted Intake:

This component section represents a particular strength since it involves difficult professional judgments, often based on limited information. All of the three scores meet the performance criteria, with all of the results at 90 percent or better; well above the 85 percent standard. Close attention to this issue and the use of supervisory or peer review may have contributed to this good performance.

Home-based Services:

In most regards, performance rates for home-based case process standards were similar to last year's unfortunate results. Some of the most worrisome shortcomings in all of the results were related to home-based services. None of the home-based services results met the 85 percent compliance standards. This may represent a significant under-emphasis on the importance of essential services and supports to children and families identified as at risk and struggling to maintain and improve their own homes. Only two of the home-based scores showed some modest improvement (the initiation of planned services, and the use of teams to develop plans). The other six measures declined or remained the same.

- Examples of relative strengths in the home-based case process review:
 - Workers identified family strengths in the case planning process and in the development of service plans (in the proximate range: score of 77 percent).
 - Workers frequently met the expectation for monthly home visits (in the proximate range: score of 78 percent).
 - Workers made collateral contacts outside the family to monitor child and family progress (in 72 percent of cases reviewed).
- Examples of practice improvement opportunities in the home-based case process review:
 - The timely initiation of service plans completed for the family within 30 days of CPS closure or from the date services were ordered by the court continued to decline (from 50 percent to 28 percent to 26 percent).
 - Not all services identified in the risk assessment or referral form were addressed in the initial service plan (only 37 percent addressed all needed services).
 - The presence of a current service plan in the file declined (from 44 percent to 36 percent).

Foster Care Services:

Questions related to foster care are the most extensively monitored service within the case processes review. There are 22 case process measures that are reviewed. The scrutiny of foster care services is especially close because they involve children who have been removed from their families -- children for whom the state has assumed a large measure of responsibility. While there were a few results among the foster care standards that deteriorated between 2002 and 2003, foster care also saw some improving measures. Four of the case process measures met the applicable performance standard. Contact with out of home providers remains a strength (with a score of 90 percent) and there was evidence of continued attention to proximity to home and parents in placement decisions (with a score of 90 percent). [Please note that paying attention to proximity to home in placement decisions during the creation of a service plan is not the same as *achieving* proximity to home, which remains a challenge for some of the regions, according to data in regional proximity plans.]

○ Examples of relative strengths in the foster care case process review:

- The child's special needs or circumstances were taken into consideration in the placement decision (with a score of 91 percent).
- Proximity to the child's homes/parents was taken in the consideration in the placement decision (in 89 percent of cases reviewed).
- Contact with out of home providers remained strong (90 in percent of cases).
- There was continued improvement in workers' identification of family strengths in the case planning process and development of the service plan (improving to a proximate score of 78 percent).

○ Examples of practice improvement opportunities in the foster care case process review:

- Although improving slowly, children continued to be placed in foster care without providing essential information regarding the safety and welfare of the child to the new placement. In only 46 percent of the cases did new caregivers receive basic available information essential to the child's safety and welfare or to the safety and welfare of other children in the child's new home.
- Follow-up on the recommendations made in health, mental health, dental, or educational disability exams were inconsistent (from 53 to 75 percent).
- Children continue to have only limited visitation with their parents and siblings. Only 46 percent of children (declining from 51 percent) received even the minimum twice monthly sibling visitation prescribed by policy. Similarly, weekly visits with parents declined, from 68 percent to 53 percent.

General Observations

The results of the case process review are, not surprisingly, consistent with findings from the qualitative case reviews on a number of points:

- Children and families have an improving, but limited level of involvement in assessment and case planning.

- Full discovery and disclosure of available information is important to choosing and sustaining stable placements for children, or safely keeping families together. Functional assessments remain elusive.
- The use of family teams to create service plans is a growing phenomenon, but still short of a universal practice. Based on the case process review, the use of family teams in foster care cases has grown, but still has limited participation by such key partners as mental health and education (a modest 43 and 11 percent, respectively).

The most evident conclusion is that overall attention to case processes – to those important steps in casework that are recorded in the case record – remains problematic. Moving from traditional casework to the new practice model is a daunting task, involving the implementation of new values, practice skills and policies, along with necessary administrative and supervisory supports for change. Under favorable circumstances, such comprehensive changes are fraught with fits and starts. When there is increased uncertainty because of budget cuts, absent or inconsistent training, increasing caseloads, and staff turnover, the process of change may sometimes look and feel chaotic. A particular challenge may also relate to the fact that DCFS has been slow in finding ways to relieve workers of parts of their workload (some of it directly related to a history of process focused supervision and administrative oversight) that may not be directly related to successful work with children and families. Last year, legislative auditors confirmed that the workload for workers exceeds the time they have available.

A close look at the case process review, looking at all of the results and how they fit together, not just at the numbers, may provide some encouragement. There is continuing evidence that workers have been distracted and that their attention has been divided. It is likely that some fraction of the stress is inevitable for frontline workers trying to do the basic jobs of child welfare. Even so, there are some indications within the case process review that workers are attempting to make important changes in how they work with families and children. There are efforts to involve a wider range of partners in service planning, including parents. There is increased attention to identifying strengths (not just “problems”) in families. These observations are not to say that the current slow progress in the case process reviews is unimportant; but rather that it may be evidence of both stress and change. The challenge for the Division over the near future will be to find ways to reduce the stress and simultaneously accelerate the pace of change. The availability of adequate and timely training, supported by skilled coaching and mentoring will be keys to the needed acceleration.

V. Qualitative Case Review

A new element of the monitoring process was introduced in the Performance Milestone Plan, the qualitative case review (QCR). The qualitative case review involves an in-depth analysis of a small sample of cases (168 total) employing skilled practitioner evaluators who interview all of the pertinent contributors to the case, using a structured protocol. The interviews permit the reviewer to make a professional judgment about the current status of the child and family (the achievement of desired outcomes) and the quality of the performance of the system.

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The reviews are conducted jointly with Division staff to combine capacity building for the Division in learning to use a self-evaluation tool and the formal monitoring for which The Child Welfare Group is responsible. The Child Welfare Group trains and certifies Utah reviewers and oversees their judgments about system performance and case status.

To achieve satisfactory performance, the Division must achieve the following:

Each region will exit when:

- a) 85 percent of the cases are given an "acceptable" score (attaining a rating of four or more) on the child and family status scale; and,
- b) 85 percent of the cases attain an "acceptable" score (attaining a rating of four or more) on the system performance scale. The average of the following system performance core domains will be at 70% or above: functional assessment, long-term view, service plan, plan implementation, service coordination, and tracking and adaptation.

Reviews were conducted in each of the five regions in 2002 and 2003, involving cases selected randomly by The Child Welfare Group. Seventy cases were reviewed in the Salt Lake Valley region and twenty-four cases were reviewed in each of the other four regions. Scores for each region and analysis of the findings follow.

Regarding system performance, the areas which must average 70% or above, regardless of overall score (functional assessment, long-term view, service plan, plan implementation, service coordination/teaming and tracking/adaptation) are shaded.

Regional Child and Family Status and System Performance Charts

Charts, outlining QCR performance for each region follow.

Salt Lake Region

Salt Lake Region System Performance

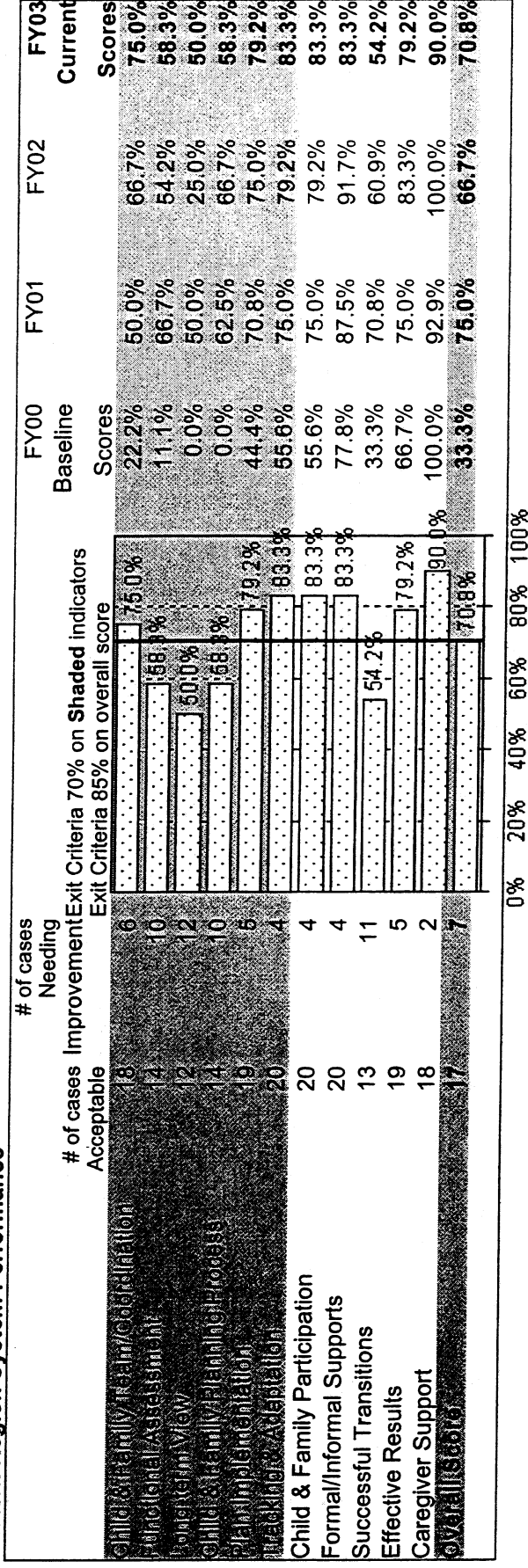
	# of cases	# of cases	# of cases	FY00	FY01	FY02	FY03
	Acceptable	Improvement	Needing Exit Criteria 70% on Shaded Indicators	Baseline		Current	Current
			Exit Criteria 85% on overall score	Scores		Scores	Scores
Child & Family Participation	68	32	54.3%	36.7%	29.4%	34.7%	54.3%
Formal/Informal Supports	68	32	54.3%	26.6%	36.8%	33.3%	54.3%
Successful Transitions	29	41	41.4%	33.3%	36.8%	31.9%	41.4%
Effective Results	42	28	60.0%	47.6%	30.9%	48.6%	60.0%
Caregiver Support	50	20	57.1%	69.6%	67.6%	56.9%	71.4%
Overall Score	40	30	62.3%	69.0%	54.3%	56.9%	57.1%
Child & Family Participation	43	26	82.9%	64.3%	50.0%	44.4%	62.3%
Formal/Informal Supports	58	12	68.8%	86.7%	76.5%	73.6%	82.9%
Successful Transitions	44	25	72.9%	68.6%	52.9%	49.3%	63.8%
Effective Results	51	19	97.9%	73.2%	64.7%	66.7%	72.9%
Caregiver Support	47	1	58.6%	92.0%	88.1%	91.1%	97.9%
Overall Score	41	29	58.6%	47.6%	52.9%	48.6%	58.6%

Salt Lake Region Child Status

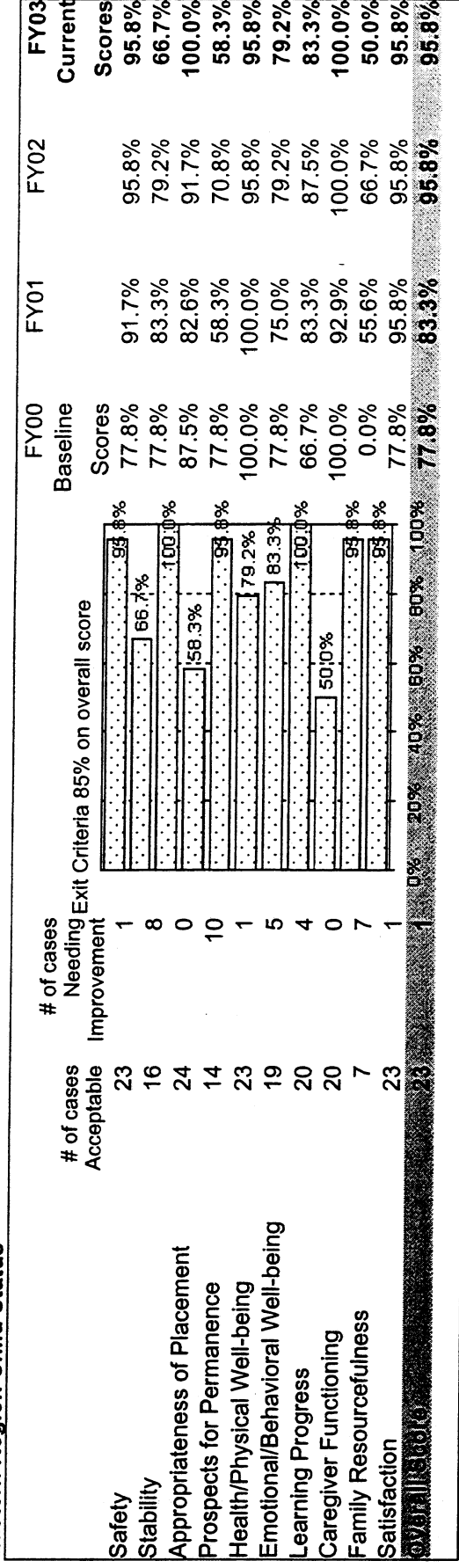
	# of cases	# of cases	# of cases	FY00	FY01	FY02	FY03
	Acceptable	Improvement	Needing Exit Criteria 85% on overall score	Baseline		Current	Current
				Scores		Scores	Scores
Safety	68	2	72.9%	86.7%	91.2%	94.4%	97.1%
Stability	51	19	61.4%	69.0%	76.5%	72.2%	72.9%
Appropriateness of Placement	67	3	98.6%	90.6%	95.5%	90.3%	95.7%
Prospect for Permanence	43	27	81.4%	64.3%	74.6%	59.7%	61.4%
Health/Physical Well-being	69	1	76.8%	97.6%	95.6%	95.8%	98.6%
Emotional/Behavioral Well-being	57	13	100.0%	76.2%	89.7%	75.0%	81.4%
Learning Progress	53	16	51.4%	88.1%	88.1%	79.2%	76.8%
Caregiver Functioning	50	0	81.4%	100.0%	95.2%	95.6%	100.0%
Family Resourcefulness	19	18	88.8%	60.0%	75.0%	56.8%	51.4%
Satisfaction	57	13	86.4%	86.4%	80.9%	84.5%	81.4%
Overall Score	62	8	86.7%	86.7%	89.7%	87.5%	88.6%

Eastern Region

Eastern Region System Performance



Eastern Region Child Status



Northern Region

Northern System Performance

	# of cases		FY00		FY01	FY02	FY03
	Acceptable	Needing Improvement	Exit Criteria 70% on Shaded Indicators	Baseline			Current
Challenges/Needs/Concerns	10	14	41.7%	22.2%	29.2%	41.7%	41.7%
Functional Assessment	10	14	41.7%	11.1%	41.7%	54.2%	41.7%
Long-term View	6	18	25.0%	0.0%	29.2%	41.7%	25.0%
Child/Family/Planning Process	11	13	45.8%	0.0%	45.8%	45.8%	45.8%
Plan Implementation	17	7	70.8%	44.4%	66.7%	66.7%	70.8%
Tracking/Adaptation	10	8	56.7%	55.6%	54.2%	58.3%	66.7%
Child & Family Participation	12	12	50.0%	55.6%	41.7%	66.7%	50.0%
Formal/Informal Supports	18	6	75.0%	77.8%	79.2%	83.3%	75.0%
Successful Transitions	15	9	62.5%	33.3%	50.0%	62.5%	62.5%
Effective Results	18	6	75.0%	66.7%	62.5%	66.7%	75.0%
Caregiver Support	15	1	93.8%	100.0%	91.7%	92.3%	93.8%
Overall Score	14	10	58.3%	33.3%	50.0%	58.3%	58.3%

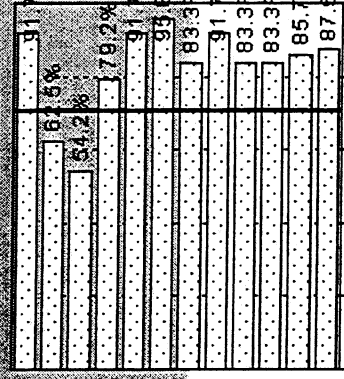
Northern Child Status

	# of cases		FY00		FY01	FY02	FY03
	Acceptable	Needing Improvement	Exit Criteria 85% on overall score	Baseline			Current
Safety	24	0	100.0%	77.8%	83.3%	100.0%	100.0%
Stability	19	5	79.2%	77.8%	83.3%	79.2%	79.2%
Appropriateness of Placement	24	0	100.0%	87.5%	91.7%	95.8%	100.0%
Prospects for Permanence	10	14	87.5%	77.8%	70.8%	70.8%	41.7%
Health/Physical Well-being	24	0	100.0%	100.0%	100.0%	100.0%	100.0%
Emotional/Behavioral Well-being	21	3	87.5%	77.8%	62.5%	87.5%	87.5%
Learning Progress	19	5	79.2%	66.7%	91.7%	79.2%	79.2%
Caregiver Functioning	14	2	75.0%	100.0%	100.0%	91.7%	87.5%
Family Resourcefulness	7	9	43.8%	0.0%	52.9%	70.6%	43.8%
Satisfaction	18	6	75.0%	77.8%	91.7%	87.5%	75.0%
Overall Score	24	0	77.8%	77.8%	75.0%	95.8%	100.0%

Southwest Region

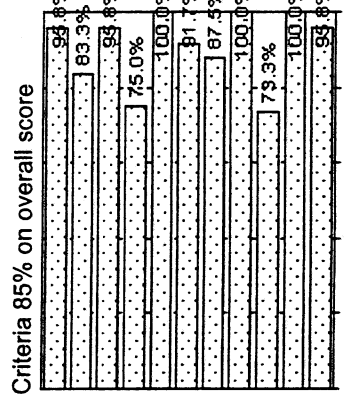
Southwest System Performance

	# of cases	# of cases	FY00	FY01	FY02	FY03
		Needing Exit Criteria 70% on Shaded indicators	Baseline			Current
	Acceptable	Improvement	Exit Criteria 85% on overall score			Scores
Child & Family Team/Coordination	22	2	52.6%	70.8%	66.7%	91.7%
Individual Assessment	16	9	36.8%	54.2%	41.7%	62.5%
Consistent View	13	11	26.3%	37.5%	37.5%	54.2%
Child & Family Planning Process	19	6	31.6%	58.3%	54.2%	79.2%
Plan Implementation	22	2	52.6%	75.0%	83.3%	91.7%
Tracking & Adaptation	23	1	47.4%	75.0%	79.2%	95.8%
Child & family Participation	20	4	52.6%	75.0%	75.0%	83.3%
Formal/Informal Supports	22	2	73.7%	87.5%	83.3%	91.7%
Successful Transitions	20	4	36.8%	58.3%	69.6%	83.3%
Effective Results	20	4	47.4%	75.0%	70.8%	83.3%
Caregiver Support	12	2	100.0%	100.0%	90.0%	85.7%
Overall Score	21	3	52.6%	70.8%	79.2%	87.5%



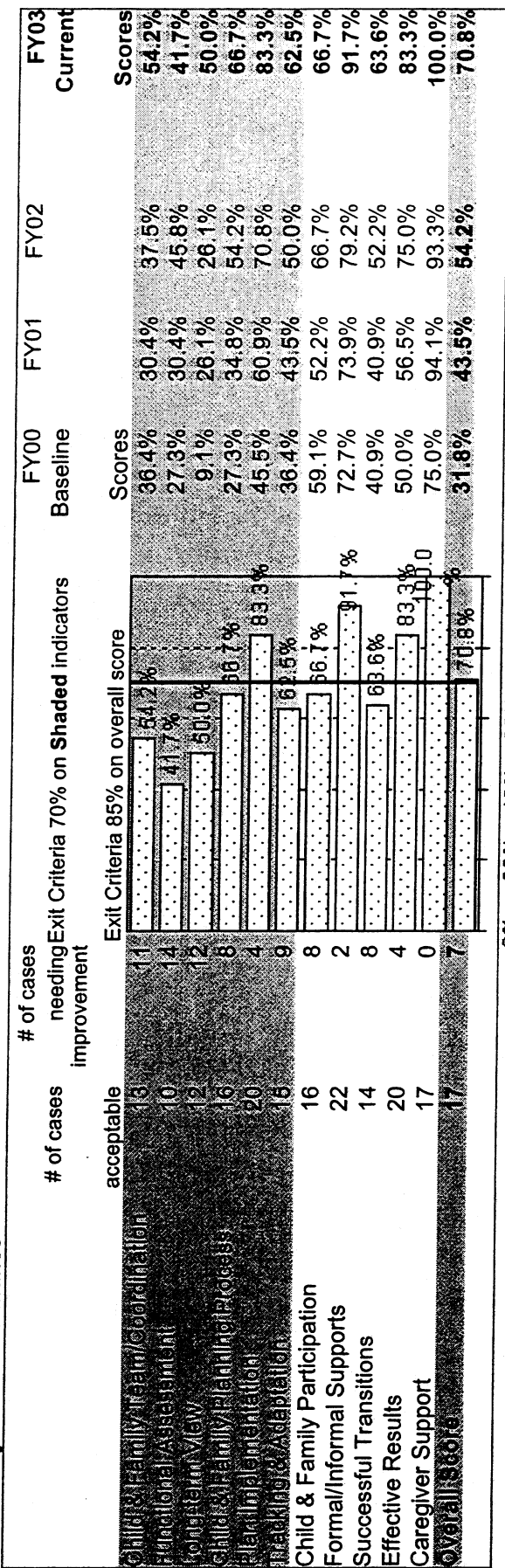
Southwest Child Status

	# of cases	# of cases	FY00	FY01	FY02	FY03
		Needing	Baseline			Current
	Acceptable	Improvement	Exit Criteria 85% on overall score			Scores
Safety	23	1	89.5%	83.3%	87.5%	95.8%
Stability	20	4	57.9%	70.8%	75.0%	83.3%
Appropriateness of Placement	23	1	84.2%	95.8%	100.0%	95.8%
Prospect for Permanence	18	6	52.6%	79.2%	58.3%	75.0%
Health/Physical Well-being	24	0	100.0%	100.0%	100.0%	100.0%
Emotional/Behavioral Well-being	22	2	68.4%	66.7%	75.0%	91.7%
Learning Progress	21	3	84.2%	91.7%	91.7%	87.5%
Caregiver Functioning	15	0	90.0%	100.0%	90.9%	100.0%
Family Resourcefulness	11	4	62.5%	35.7%	72.2%	73.3%
Satisfaction	24	0	84.2%	95.8%	95.8%	100.0%
Overall Score	23	1	89.5%	83.3%	87.5%	95.8%

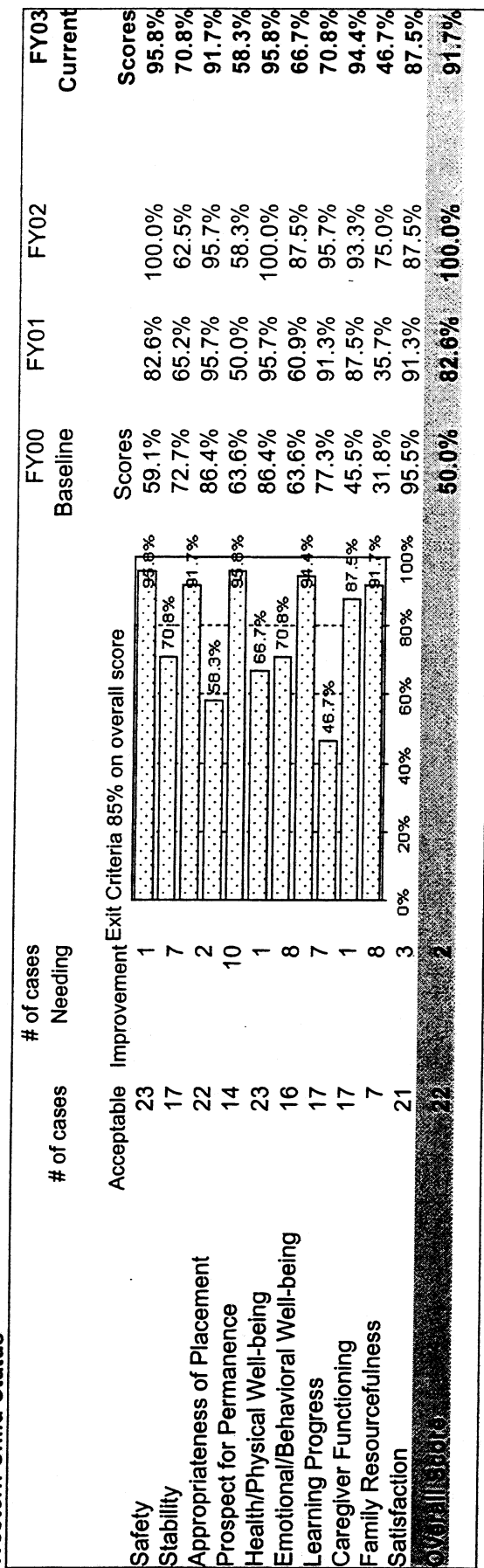


Western Region

Western System Performance



Western Child Status



Analysis of the Qualitative Case Review

Practice Development Themes

Child and Family Status

All five regions scored above 85% on child and family status. Three regions improved, one stayed the same and one declined somewhat.

Region	2002 Child and Family Status	2003 Child and Family Status
Salt Lake Valley	87.5%	88.6%
Eastern	95.8%	95.8%
Northern	95.8%	100 %
Southwest	87.5%	95.8%
Western	100%	91.7%

**Percent of cases achieving acceptable status*

Within these overall scores, even though they are positive, there are key child and family status areas where additional improvement is needed. These are stability, prospects for permanence and family resourcefulness (reflecting the family's ability to meet the needs of its children without DCFS involvement). The overall scoring averaging permits a region to achieve acceptable status scores, even when these critical indicators are lagging. Throughout the country, these three areas of child and family functioning are the most difficult and last to improve. It is in part for that reason that a system must score acceptably not only on overall system performance, but also at least at seventy percent acceptability on the core system performance areas of teaming/coordination, assessment, planning, long-term view, plan implementation and tracking and adaptation. These are most closely linked to improvements in stability, permanency and family resourcefulness. As will be seen in the system performance analysis, DCFS needed improvement in these core areas in the review period. A chart reflecting regional scores on the lagging status indicators is provided below.

Status Category	Eastern	Northern	Salt Lake	Southwest	Western
Stability	67%*	79%	73%	83%	71%
Permanence	58%	42%	61%	75%	58%
Family Resourcefulness	50%	44%	51%	73%	47%

**Percent of cases scoring acceptably*

System Performance

Four of the five regions demonstrated improvement in overall system performance.

Region	2002 System Performance	2003 System Performance
Salt Lake Valley	48.6%	58.6%
Eastern	66.7%	70.8%
Northern	58.3%	58.3%
Southwest	79.2%	87.5%
Western	54.2%	70.8%

**Percent of cases scoring acceptably*

Key Practice Challenges

The most critical practice challenges for the Division are in the core domains, listed comparatively by region below.

Regions	Teaming/ Coordination	Assessment	Long- Term View	Planning	Plan Imple- mentation	Tracking/ Adaptation
Salt Lake Valley	54.3%	54.3%	41.4%	60.0%	71.4%	57.1%
Eastern	75.0%	58.3%	50.0%	58.3%	79.2%	83.3%
Northern	41.7%	41.7%	25.0%	45.8%	70.8%	66.6%
Southwest	91.7%	62.5%	54.2%	79.2%	91.7%	95.8%
Western	54.2%	41.7%	50.0%	66.7%	83.3%	62.5%

**Percent of cases scoring acceptably*

All but the Northern region demonstrated general improvement in most of these domains, compared with FY2002. Use of child and family team meetings is becoming more common, planning is more strengths based and individualized, children and families are more involved in planning decisions, and more attention is given to tracking progress and adapting plans as needed. This improvement trend is continuing in the reviews in the Western, Eastern and Salt Lake regions so far during 2004.

Functional Assessment and Long-Term View, however, need significant attention and these two areas are foundational to the rest of practice. Functional assessments should consider the child and family's life experiences, strengths and needs and analyze the causes of the behaviors that prompted the intervention of the child welfare system. Assessments focused primarily on symptoms fail to recognize the underlying conditions that must be addressed to permit lasting change. Assessments should be formulated by the child and family team, inclusive of the family and should drive the design of the child and family plan. In too many cases, assessments are not sufficiently attentive to underlying needs, are not developed within the team and do not guide the supports and services in the plan. For some staff, completing an assessment is seen yet another compliance requirement, not a functional tool for the team to employ. Assessments are as vital

to child welfare as diagnosis is to the medical practitioner. They both must be comprehensive, accurate and the basis for subsequent treatment.

The development of a long-term-view has been the biggest challenge for staff in all regions. The Long-Term-View is not just another task, it is a way of looking at the case holistically. With a long-term-view, the worker and team's vision is always on the long-term goal for the child and family. For an in home case, for example, a long-term view goes beyond insuring that the parent's drug screens are acceptable or the completion of a parenting class. The actions of the team remain focused on what it takes to help the parent achieve lasting independence from formal supports and services. As a result, attention would be given to employing informal family supports, such as relatives, dealing with economic self-sufficiency and planning for the transition from formal services to neighborhood and community supports. Without this discipline, workers and the team become too focused on the crisis of the moment, losing sight of the long-term goal.

These two areas are closely linked. Without a meaningful assessment, the child and family's strengths, capacity, needs, stresses and informal supports are not well understood, resulting in an inability to craft effective strategies for intervention and achieve the long-term goal.

Child and Family Teaming and Coordination has shown a measurable improvement in the past year. There is a need for continued attention, however, to inclusion of all the key case partners to the team. Teachers and mental health practitioners are still not sufficiently enlisted as team members, despite their important knowledge about children's learning progress, social connections and needs.

V. Outcome Trend Indicators

The Division and The Child Welfare Group have agreed on a series of outcome trend indicators that will provide general information about system performance. No performance goal is assigned to trend indicators, because there are no national norms regarding such trends and because absolute conclusions about system performance cannot be derived from such general data. The Division and The Child Welfare Group regularly examine evolving national trend data and system performance in other states to inform internal corrective action and the monitoring process. Trend indicators are valuable in the monitoring process because they often signal important events and effects that are not apparent or reliable in case process reviews.

The trend indicators are expected to be used to inform the Division and The Child Welfare Group of changes, or lack of changes, in indicators of performance. Such trends may confirm the validity of case record reviews; for example, when shortened lengths of stay in foster care parallel review findings of improved permanency. On the other hand, trend indicators may contradict a review finding, as in the case where case process reviews reflect good performance in maintaining children in stable placements but trend indicators show an increase in the number of placement changes. In this case, the indicator data would suggest additional attention to review findings or perhaps a special study.

The 2003 indicator trends, compared with 2002, are included in the Appendix.

VI. Practice and Performance Improvement Recommendations

In past reports, recommendations have focused largely on DCFS completing the required Milestone training for all staff, issuing new policy consistent with the practice model, filling staff vacancies, completing flex fund policy and completing needed modules of the automated information system, SAFE. Fortunately, with the agreement on the stipulation that occurred in the spring of 2003, these areas are being addressed. While a brief, separate monitoring report will be issued regarding DCFS compliance with the stipulation, it is important to acknowledge here that progress is occurring as a result of this agreement. Eight new trainers were hired to permit completion of staff retraining and to train new staff as soon as they are hired. Significant practice model training is occurring. Over forty new staff were hired and were immediately trained before being given a full caseload. The Division can now track the training provided each employee through an automated system. The practice model policy has been issued, clearly setting expectations about new practice. New flex fund policy has been issued and training has begun at the regional level. And a long-awaited SAFE module supporting new expectations for written assessments has been implemented. These improvements appear to be contributing to improved practice performance so far in FY 2003-2004.

However, additional work is needed to improve performance on assessment and long-term view. Formal training on assessment and long-term-view are included in practice model training. However, further acquisition of skills in these areas is more likely to occur through mentoring and intensive coaching by supervisors rather than through additional classroom training.

There is variability in the quality of child and family team meetings, related to the degree of family involvement, the composition of the team, utilization of the family's informal support system and the routine use of the team for key decisions. There does not appear to be a structured process for insuring fidelity to the teaming model, beyond the annual QCR.

An additional area needing strengthening is mentoring. The Milestone Plan anticipates a variety of mentoring efforts, ranging from conferences and a written guide to a formal training curriculum that teaches mentoring skills to local staff. The completion of the training curriculum is still pending, limiting the effectiveness of the mentoring approach. Also, the degree to which the mentoring initiative is implemented in a structured, consistent manner has varied considerably.

The most formidable barrier now facing the Division is performance on the case process review. The level of performance for FY 2003 is not encouraging. Even if the parties reach agreement on some "trimming" of the processes measured, a negotiation process that paused during the recent busy legislative session, the Division will continue to have performance problems unless solutions are found. One of the greatest barriers to improvement is a lack of knowledge about why performance is inadequate. How much of non-performance is due to lack of documentation, for example, or workload, or level of management focus and priority. It will be difficult to develop a remediation plan unless the causes of poor performance are better known.

Recommendations

1. Provide guidance to the regions on strengthening the quality of assessment and long-term view. Caseworkers and supervisors have communicated in focus groups their opinion that case-by-case supervisory modeling and mentoring are the best approach to improving practice in these areas. It is not apparent that there is a common strategy for utilizing supervisors in this role. It is likely that some supervisors themselves do not have the mastery of these areas sufficiently, limiting their ability to coach staff. The Division, with input from the field should develop a plan and tools for use by supervisors in strengthening these areas of practice.
2. Create a process for the observation and reporting of the quality of child and family team meetings to be used in further practice development. Attention should be given to the extent of family preparation for first meetings, family participation, participation and use of informal supports, participation of key partners, such as teachers and the facilitation process itself. State specialists, trainers and clinical consultants would be useful evaluators in this regard.
3. Complete and deliver the mentoring curriculum and provide a more formal structure for the consistent implementation of the mentoring process.
4. Develop and implement a plan for improvement of performance on case process requirements. The foundation of the plan should be based on a thorough understanding of why performance is lagging.

The Division should assess the following variables:

- Lack of documentation
- Workload implications
- Reasonableness of performance standards
- Training of staff
- Clarity of expectations for staff and accountability for performance

Part of the examination should focus on the attention given the process by administrators and managers at the regional level.

5. Strengthen efforts to make the QA process meaningful. Obviously, the Eastern region needs to create a viable QA committee. Consider use of QA committee members to conduct or shadow ongoing local QCR reviews (outside of the annually monitoring review) as a practice improvement mechanism.

Appendix

The Child Welfare Policy and Practice Group

Performance Milestone Plan Annual Report 2002-2003

Southwest	14	6%	19	12%	9	4%	12	6%	9	5%	6	3%	11	5%	5	2%	3	1%	18	9%
State	178	8%	192	8%	166	7%	160	6%	194	7%	188	7%	175	7%	249	9%	177	6%	172	6%
4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	110	16%	95	16%	67	11%	93	14%	80	13%	88	14%	66	11%	108	17%	81	11%	88	13%
Salt Lake	119	11%	137	11%	148	12%	158	12%	191	14%	148	11%	147	12%	183	13%	159	13%	166	13%
Western	27	9%	38	13%	51	14%	46	12%	40	11%	35	8%	55	17%	58	15%	55	13%	66	14%
Eastern	24	19%	16	10%	10	8%	22	15%	13	8%	21	13%	33	19%	25	16%	20	12%	31	13%
Southwest	20	6%	17	10%	17	8%	22	12%	19	10%	17	9%	39	17%	23	10%	21	10%	27	14%
State	300	13%	303	13%	293	12%	341	13%	342	13%	310	11%	339	13%	403	14%	336	12%	380	13%

5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	24	63%	17	65%	22	69%	30	60%	22	76%	16	47%	24	73%	26	65%	17	63%	12	43%
Salt Lake	55	53%	51	50%	53	58%	53	61%	72	62%	51	59%	40	53%	54	57%	52	68%	62	68%
Western	4	36%	6	67%	12	60%	17	77%	13	62%	10	59%	16	57%	6	43%	5	38%	13	62%
Eastern	6	32%	11	92%	6	40%	7	47%	6	40%	14	74%	7	50%	14	61%	9	56%	4	44%
Southwest	4	44%	3	60%	5	38%	1	33%	0	0%	9	69%	3	60%	1	13%	3	38%	4	36%
State	93	52%	88	57%	98	57%	108	61%	113	61%	100	59%	90	58%	101	56%	86	63%	95	59%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)																				
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	139	83%	115	77%	103	76%	102	71%	83	78%	107	79%	99	76%	88	75%	91	75%	62	72%
Salt Lake	265	70%	156	68%	113	60%	92	49%	88	54%	105	53%	93	53%	86	46%	107	60%	86	54%
Western	37	64%	27	61%	31	53%	43	75%	31	70%	34	62%	38	70%	35	76%	55	71%	57	73%
Eastern	38	72%	25	57%	21	60%	25	52%	31	66%	45	83%	35	67%	30	75%	29	71%	23	61%
Southwest	18	86%	18	58%	15	75%	24	75%	17	68%	18	62%	15	63%	13	62%	27	59%	19	61%
State	497	73%	341	68%	283	64%	286	61%	250	65%	309	66%	280	64%	255	62%	309	67%	247	63%

Performance Milestone Plan Annual Report 2002-2003

[illegible]

8. Average months in care of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE. Cases that were closed prior to a goal being established are not reported under this trend.

[illegible]

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[illegible]

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Eastern	11	5	10	8	8	13	7	9	8	5
Southwest	7	8	11	7	6	11	5	7	11	10
State	12	11	10	9	9	9	9	10	11	9
Average length of stay of children in custody by ethnicity. Data is average number of months.										
	1st QT-01	2nd QT-01	3rd QT-01	4th QT-01	1st QT-02	2nd QT-02	3rd QT-02	4th QT-02	1st QT-03	2nd QT-03
African American										
Northern	3	25	6	24	12	15	8	0	30	12
Salt Lake Valley	27	36	19	29	32	27	36	9	17	16
Western	52	3	7	3	0	0	2	0	10	5
Eastern	0	0	0	0	0	0	0	0	12	1
Southwest	0	0	0	0	0	0	0	0	0	0
State	19	55	20	25	30	21	15	9	18	14
American Indian/Alaska Native										
Northern	4	0	24	23	0	0	1	11	7	14
Salt Lake Valley	11	23	16	21	17	11	5	5	23	3
Western	11	21	10	1	9	0	67	10	11	0
Eastern	27	32	11	2	19	36	11	22	33	9
Southwest	30	11	0	0	0	42	0	12	12	32
State	21	28	10	16	17	20	17	15	19	14
Asian										
Northern	9	36	0	0	73	0	0	16	0	0
Salt Lake Valley	7	19	0	0	13	38	4	7	0	10
Western	0	0	0	0	57	0	0	21	0	0
Eastern	0	0	0	0	0	0	0	0	0	0
Southwest	0	0	0	0	0	0	0	0	0	0
State	6	26	0	0	31	38	4	13	0	10
Caucasian										
Northern	9	10	9	9	20	14	9	10	8	9
Salt Lake Valley	20	23	20	24	25	24	17	20	19	18
Western	22	11	13	12	28	9	16	12	12	12
Eastern	17	11	10	18	12	14	17	10	11	9
Southwest	12	8	19	14	4	27	6	14	12	13

[illegible]

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		1st QT 2001	2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003								
Northern	priorit y 1	100%	Priority 1	100%	100%	100%	100%	100%	100%	n/a*	100%								
	priorit y 2	92%	Priority 2	88%	88%	89%	91%	92%	88%	88%	92%								
	priorit y 3	75%	Priority 3	82%	77%	72%	75%	72%	75%	73%	67%								
	priority 4		Priority 4						74%	78%	83%								
Salt Lake	priorit y 1	92%	Priority 1	93%	87%	95%	91%	85%	81%	88%	90%								
	priorit y 2	87%	Priority 2	92%	88%	90%	91%	90%	91%	88%	89%								
	priorit y 3	71%	Priority 3	74%	73%	69%	69%	69%	70%	68%	71%								
	priority 4		Priority 4						77%	74%	73%								
Western	priorit y 1	100%	Priority 1	86%	86%	96%	79%	90%	90%	97%	96%								
	priorit y 2	87%	Priority 2	91%	88%	89%	88%	90%	81%	74%	87%								
	priorit y 3	58%	Priority 3	61%	65%	55%	53%	56%	54%	57%	60%								
	priority 4		Priority 4						61%	56%	62%								
Eastern	priorit y 1	79%	Priority 1	80%	88%	100%	100%	80%	67%	88%	93%								
	priorit y 2	91%	Priority 2	85%	93%	89%	96%	81%	85%	76%	87%								
	priorit y 3	84%	Priority 3	87%	92%	90%	90%	94%	91%	89%	88%								
	priority 4		Priority 4						78%	95%	83%								
Southwest	priorit y 1	95%	Priority 1	80%	100%	100%	92%	64%	100%	100%	88%								
	priorit y 2	90%	Priority 2	85%	88%	91%	85%	90%	83%	87%	93%								
	priorit y 3	75%	Priority 3	85%	87%	88%	87%	87%	85%	84%	89%								
	priority 4		Priority 4						93%	96%	98%								
State	priorit y 1	93%	Priority 1	88%	92%	96%	89%	82%	83%	91%	91%								
	priorit y 2	89%	Priority 2	92%	89%	90%	90%	90%	88%	86%	90%								
	priorit y 3	70%	Priority 3	74%	77%	71%	70%	71%	72%	70%	72%								

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Western	60	27%	69	31%	86	37%	81	38%	67	31%	80	35%	79	33%	88	35%	93	34%	92	36%
Eastern	71	33%	68	31%	74	33%	76	34%	77	36%	73	36%	82	38%	93	44%	97	44%	89	39%
Southwest	32	34%	38	40%	38	40%	46	45%	55	46%	52	40%	55	38%	52	39%	52	44%	47	44%
State	533	26%	524	26%	542	26%	528	26%	537	27%	545	27%	573	28%	599	29%	591	30%	584	31%
Family Foster Home																				
Northern	236	54%	232	54%	231	55%	212	53%	233	57%	204	52%	214	52%	193	48%	182	47%	196	51%
Salt Lake Valley	537	51%	574	53%	572	53%	572	54%	559	52%	531	54%	546	52%	505	49%	469	48%	428	47%
Western	133	60%	112	51%	113	48%	90	42%	106	50%	112	49%	131	54%	120	48%	137	50%	133	52%
Eastern	117	54%	114	53%	114	51%	122	54%	108	51%	112	55%	107	49%	100	47%	102	46%	120	52%
Southwest	50	53%	47	49%	47	50%	49	47%	47	38%	56	44%	67	47%	63	47%	39	33%	42	39%
State	1073	53%	1079	53%	1077	53%	1045	52%	1053	52%	1015	51%	1065	52%	981	48%	929	47%	919	48%
Other																				
Northern	47	11%	50	12%	36	9%	41	11%	28	7%	36	9%	34	8%	39	10%	43	11%	20	5%
Salt Lake Valley	109	10%	102	9%	117	11%	122	11%	132	12%	142	12%	99	9%	112	11%	107	11%	81	9%
Western	9	4%	11	5%	10	4%	18	8%	15	7%	9	4%	5	2%	14	6%	23	9%	9	3%
Eastern	3	2%	5	2%	7	3%	8	4%	5	5%	1	1%	4	2%	1	0%	1	0%	5	2%
Southwest	4	4%	1	1%	1	1%	4	4%	9	7%	9	7%	8	6%	10	7%	20	17%	10	9%
State	172	9%	169	8%	171	9%	193	10%	189	9%	197	10%	150	7%	176	9%	194	10%	125	7%

12. Number and percent of all children younger than five years exiting custody in year who did not attain permanency within six months by closure reason.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
Adoption final	Numbe er	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt	Numbe r	Perce nt
Northern	14	58%	29	81%	12	57%	10	36%	11	61%	9	53%	13	76%	12	63%	18	72%	3	23%
Salt Lake	22	55%	35	69%	33	61%	21	50%	26	63%	38	70%	17	55%	29	56%	28	22%	26	67%
Western	1	17%	9	64%	9	60%	10	71%	2	25%	1	25%	0	0%	8	73%	7	14%	4	50%
Eastern	0	0%	9	90%	2	50%	2	100%	3	38%	5	46%	2	40%	1	11%	1	30%	1	100%
Southwest	2	22%	3	50%	0	0%	1	25%	3	100%	4	67%	1	100%	4	67%	4	10%	7	88%
State	39	48%	85	73%	56	60%	44	49%	45	58%	57	62%	33	58%	54	56%	58	73%	41	59%
Custody Returned to Parents																				
Northern	9	38%	5	14%	7	33%	16	57%	7	39%	8	47%	4	24%	5	26%	7	28%	7	54%
Salt Lake	13	33%	11	22%	16	30%	16	38%	12	29%	11	20%	11	35%	20	38%	6	14%	11	28%
Western	5	83%	4	29%	1	7%	2	14%	4	50%	3	75%	3	100%	3	27%	4	9%	2	25%

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Eastern	1	50%	1	10%	2	50%	0	0%	4	50%	5	46%	3	60%	1	11%	2	67%	0	0
Southwest	7	78%	1	17%	0	0%	2	50%	0	0%	2	33%	0	0%	2	33%	0	0%	1	13%
State	35	43%	22	19%	26	28%	36	40%	27	35%	29	32%	21	37%	31	32%	19	24%	21	30%
Custody Returned to Relative/Guardian																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	4%	1	3%	2	10%	2	7%	0	0%	0	0%	0	0%	2	11%	0	0%	3	23%
Salt Lake	4	10%	5	10%	5	9%	5	12%	3	7%	4	7%	3	10%	3	6%	1	3%	2	5%
Western	0	0%	1	7%	5	33%	2	14%	2	25%	0	0%	0	0%	0	0%	0	0%	2	25%
Eastern	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	6	67%	0	0%	0	0
Southwest	0	0%	2	33%	0	0%	1	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0
State	5	6%	9	8%	12	13%	10	11%	6	8%	4	4%	3	5%	11	11%	1	1%	7	10%
Custody to Foster Parent																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	2	5%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	50%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	1	11%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	0	0%	0	0%	0	0%	0	0%	2	2%	0	0%	1	1%	2	3%	0	0%
Death																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.																				
	1st QT 2001	2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003										
Adoption final																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent

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Northern	22	40%	38	50%	22	37%	24	35%	17	32%	22	41%	20	37%	24	43%	25	43%	8	14%
Salt Lake Valley	29	17%	5	34%	45	32%	35	30%	38	28%	51	41%	22	18%	48	37%	46	30%	39	37%
Western	2	6%	13	34%	9	32%	14	35%	2	5%	4	19%	5	26%	11	31%	8	30%	7	21%
Eastern	1	4%	10	40%	2	12%	3	14%	5	17%	5	17%	2	10%	1	4%	1	5%	1	10%
Southwest	2	10%	4	24%	1	14%	3	21%	3	43%	7	35%	1	13%	4	29%	6	30%	12	41%
State	56	18%	70	37%	79	30%	79	31%	65	24%	89	36%	50	22%	88	33%	86	31%	67	29%
Emancipation																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	8	14%	9	12%	4	7%	5	7%	14	26%	5	9%	1	2%	11	20%	8	14%	5	9%
Salt Lake Valley	26	15%	24	16%	13	10%	26	23%	20	15%	13	10%	25	20%	16	12%	30	19%	11	10%
Western	12	33%	4	11%	2	7%	3	8%	8	19%	3	14%	5	26%	6	17%	3	11%	3	9%
Eastern	4	15%	6	24%	4	24%	5	24%	4	14%	3	10%	3	14%	7	25%	7	37%	0	0%
Southwest	3	14%	1	6%	3	43%	1	7%	0	0%	2	10%	1	13%	2	14%	2	10%	2	7%
State	53	17%	44	14%	26	9%	40	16%	46	17%	26	11%	35	16%	42	16%	50	18%	21	9%
Returned to parents																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	18	31%	17	22%	21	36%	32	47%	17	32%	23	43%	20	37%	12	21%	23	39%	27	50%
Salt Lake Valley	82	49%	47	32%	51	36%	42	37%	49	36%	42	34%	54	20%	48	37%	56	36%	37	35%
Western	13	36%	14	37%	5	18%	14	35%	16	37%	12	57%	6	32%	15	42%	10	37%	16	48%
Eastern	14	54%	4	16%	8	47%	7	33%	11	38%	15	52%	11	52%	9	32%	7	37%	2	20%
Southwest	15	71%	7	41%	2	29%	9	64%	4	57%	8	40%	4	50%	6	43%	10	50%	11	38%
State	142	46%	89	28%	87	34%	104	40%	97	36%	100	40%	95	42%	90	34%	106	38%	93	40%
Custody to relative/guardian																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	7	12%	6	8%	9	15%	4	5%	4	8%	1	2%	10	19%	6	11%	2	3%	11	20%
Salt Lake Valley	13	8%	12	8%	14	10%	8	7%	20	15%	11	9%	16	13%	11	8%	9	6%	10	10%
Western	5	14%	6	16%	11	39%	8	20%	10	23%	2	10%	0	0%	2	6%	5	19%	6	18%
Eastern	2	8%	1	4%	3	18%	3	14%	7	24%	3	10%	1	5%	8	29%	3	16%	3	30%
Southwest	1	5%	5	29%	0	14%	1	7%	0	0%	1	5%	0	0%	0	0%	2	10%	3	10%

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State	28	9%	30	10%	37	15%	24	9%	41	41%	18	7%	27	12%	27	10%	21	8%	33	14%
Custody to youth corrections																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	2%	4	5%	0	0%	3	4%	0	0%	0	0%	2	4%	2	4%	0	0%	1	2%
Salt Lake Valley	12	7%	4	3%	10	7%	2	2%	6	4%	5	4%	2	2%	6	5%	4	3%	1	1%
Western	2	6%	0	0%	0	0%	1	3%	4	9%	0	0%	2	11%	1	3%	1	4%	0	0%
Eastern	3	12%	1	4%	0	0%	2	10%	1	4%	1	4%	2	10%	0	0%	1	5%	2	20%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	1	13%	1	8%	0	0%	1	3%
State	18	6%	9	3%	10	4%	8	3%	11	4%	7	3%	9	4%	10	4%	6	2%	5	2%
Custody to foster parent																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	2%	0	0%	0	0%	0	0%	1	2%	3	6%	1	2%	1	2%	1	2%	0	0%
Salt Lake Valley	4	2%	8	5%	7	5%	2	2%	0	0%	3	2%	1	1%	0	0%	8	5%	5	5%
Western	2	6%	0	0%	0	0%	0	0%	3	7%	0	0%	1	5%	1	3%	0	0%	1	3%
Eastern	2	8%	3	12%	0	0%	1	5%	1	4%	1	4%	2	10%	3	11%	0	0%	2	20%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%
State	9	3%	11	4%	7	3%	3	1%	5	2%	8	3%	5	2%	5	2%	9	3%	8	3%
Death																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	1%	0	0%	0	0%
Non-petition release																				
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	2%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%
Salt Lake Valley	0	0%	2	1%	1	1%	0	0%	4	3%	0	0%	3	3%	0	0%	0	0%	2	2%

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Western	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Eastern	0	0%	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%				
State	1	0%	3	1%	2	2%	0	0%	4	2%	1	0%	4	2%	0	0%	0	0%	0	0%	0	0%	4	2%				
Child Ran Away																												
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent				
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Salt Lake Valley	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%				
Western	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
State	0	0%	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%				
Voluntary custody terminated																												
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent				
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
14. Number and percent of children age 18 or older, exiting care by education level.																												
	1st QT 2001	2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Attending School																												
Northern																												
Salt Lake																												
Western																												
Eastern																												
Southwest																												
State																												

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	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	2	2%	1	1%	1	2%	1	2%	2	3.92%	1	2%	0	0%	2	4%	0	0%	3	8%
Salt Lake	6	4%	4	2%	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	0	0%	2	3%
Western	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	1	7.14%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	1	1.09%	0	0%	0	0%	1	11%	0	0%	0	0%
State	9	3%	5	2%	2	1%	2	1%	4	2.27%	0	1%	0	0%	4	2%	0	0%	5	4%